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**EMPLOYEE SATISFACTION OF HOTEL INDUSTRY:
A CASE STUDY OF THE GRAND HOTEL TAIPEI**

by

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Graduate Project, April 1999

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M.S. Hospitality-Tourism Management
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ABSTRACT

Employee Satisfaction of Hotel Industry:

A Case Study of The Grand Hotel Taipei

by Yenting Yeh

Employee satisfaction is related with customer satisfaction and employee performance in hotel. Though hotel operators in the West begin to attach importance to employee satisfaction, in Taiwan, this issue is not being treated as important as it is in the West.

The purpose of this study is to do a first time survey about employee satisfaction levels in The Grand Hotel Taipei. The survey consists of five sections including workplace, the job, employee's opinion, benefits, and employee himself. Questionnaires were used to get to know employee demand and level of job satisfaction from supervisors and employees.

The result of this study show that supervisors and employees have different recognition of employees' input, job task, reward system, loyalty to the hotel, and level of pay. Supervisors are more satisfied with the workplace and the job than employees. And they both have the same level of satisfaction about working environment and benefits program.

Table of contents

	Page
ACKNOWLEDGEMENTS	
ABSTRACT	
Table of contents.....	iii
List of Tables.....	v
Chapter One: Introduction	
Introduction.....	1
Background.....	1
Problem Statement.....	2
Purpose.....	2
Significance.....	3
Hypothesis.....	3
Scope and Limitations.....	4
Methodology.....	4
Chapter Two: Literature Review	
Surveys and interviews and employee satisfaction.....	6
The ways to meet employees' needs.....	7
Environmental programs.....	8
Happy employees boost the bottom line.....	9
Empowerment.....	10
The trend of measuring employee satisfaction.....	11

Chapter Three: Data Analysis and Discussion

Description of demographic data.....	13
Satisfaction of workplace.....	15
Satisfaction of the job.....	18
Satisfaction of working environment.....	21
Satisfaction of benefits.....	22

Chapter Four

Conclusions.....	24
Recommendations.....	26
Long range consequences.....	27

References

Appendixes

- A. Questionnaire in Chinese
- B. Questionnaire in English

List of Tables

	Page
Table 1: Demographic Information of Supervisors.....	14
Table 2: Demographic Information of Employees.....	15
Table 3: Satisfaction of each section.....	16
Table 4: Satisfaction of workplace.....	17
Table 5: The negative questions of “ABOUT YOUR JOB”.....	19
Table 6: Satisfaction of the job.....	20
Table 7: Satisfaction of working environment.....	22
Table 8: Satisfaction of benefits.....	23

CHART ONE: INTRODUCTION

Introduction

Hotel industry is belonging to service industry. In today's world, service industries are the source of economic leadership, hotel industry get into a new age. Therefore, developing human resources and using technology to operate hotel businesses become more important. "To many travelers, a hotel room is a hotel room is a hotel room, and what separates one hotel from another is the quality of service. It is what people remember." (Rowe, 1998) Service is a hotel's most important product and good service does not just happen. It is a team effort, requiring constant attention, training, and supervision. Providing good service to reach customer satisfaction is the essential task in this field. To provide good service, we have to reach employee satisfaction first. Employee is the first line to receive customer, their satisfaction will affect service quality.

Background

In hotel industry, many companies believe that the only way to deliver quality service is to empower employees to do so. The low turnover rate is one indicator of employee satisfaction.

The center of Hospitality Research Solution Educational Institute of the AH&MA, the Research Alliance, and Hilton hotel chain, developed a questionnaire of employee survey and use it for national wide in America. There seems to be a positive correlation between training, employee satisfaction, and customer satisfaction.

Employee satisfaction is so important in hotel industry, but it is never measured in

Taiwan's hotel industry. Hopefully this study will give hotel operators in Taiwan some directions about improving performance by their employees.

Problem Statement

The study of employee satisfaction in hotel industry is never done in Taiwan before. When trying to motivate workers, managers often forget that the desire to do the job must come from within the employee. The manager can set the stage for motivation to happen, but cannot force motivation to occur. What managers can do is to take employee desires into account and to create an environment where employee satisfies with it. In this way, employee can work happy then deliver good service for customers. Doing survey of employee satisfaction can get to know their demand in hotel industry.

Purpose

The purpose of this study is to do a first time survey about employee satisfaction levels in The Grand Hotel Taipei. The survey consists of five sections including workplace, the job, employee's opinion, benefits, and employee himself. Questionnaires were used to get to know employee demand and level of job satisfaction from supervisors and employees. The hotel operators can then consider if their current operation design and structure meet employees' needs. With the result of survey, interpret the interaction and effect of personnel management in The Grand Hotel Taipei.

Significance

Employee satisfaction is related with customer satisfaction and employee performance in hotel. Though hotel operators in the West begin to attach importance to employee satisfaction, in Taiwan, this issue is not being treated as important as it is in the West. Knowing employee satisfaction in Taiwan's hotel industry can lead to improve the service quality in Taiwan. This study focuses on The Grand Hotel Taipei, which is a big hotel chain in Taiwan. With Chinese culture background, The Grand Hotel Taipei developed its own business culture and personnel management. This study will compare the supervisors and employees satisfaction of their working environment. From the view of both sides, can notice managers in hotel that employee demand. Also try to help hotel operator build better working environment for employee. On the other side, this study also can give hotel operators in Taiwan some ideas to improve their hotels.

Null Hypothesis

According to the purpose and significance of this study, I developed four null hypotheses.

Null Hypothesis 1: Supervisors and employees have different level of satisfaction about their workplace.

Null Hypothesis 2: Supervisors and employees have different level of satisfaction about their job.

Null Hypothesis 3: Supervisors and employees have different level of satisfaction about their working environment.

Null Hypothesis 4: Supervisors and employees have different level of satisfaction about their benefit program.

Scope and Limitations

Doing survey of employee satisfaction in Taiwan hotel industry will be a broad and long-term investigation. And there are two different styles of hotels in Taiwan. Most hotel chains in Taiwan are from America and Europe; the system and management in those hotels are also copy from America and Europe. Some independent hotels in Taiwan build their own system and management. This study should be designed to cover these two characteristics to represent the employee satisfaction in Taiwan's hotel industry.

The limitations of this study will be affected by the selection of samplings, and by the scope of the study. It is a case study, which focus on The Grand Hotel Taipei. The Grand Hotel Taipei is a successful hotel chain, which build its own system and management by depending Chinese culture background and consulting the West. The scope of this study is supervisors and employees in The Grand Hotel Taipei including the front line and rear supply. The sample is trying to represent employees in different job status in hotel.

Methodology

The methodology of this study is questionnaire. The questionnaire bases on "Employee Survey" of The Research Alliance of name in the bottom, which use for

national survey in America. It has five sections including workplace, the job, employee's opinion, benefits, and employee himself. "Part one: about your workplace" attempted to identify the opinion about respondents' own manager and other managers they work with. "Part two: about your job" attempted to identify the opinion about respondent respondents' job assignment, job performance, and their loyalty to the hotel. "Part three: your opinion" attempted to identify the level of satisfaction about working environment and personnel management. "Part four: about your benefits" attempted to identify the agreement of benefit-related description, such as benefit program and information. "Part five: about you" is demographic information. (Formal in Appendixes A)

To allow respondents to respond in varying degrees to each item, Likert-Type Format was used in questionnaires. R.A. Likert (1932) developed a scaling procedure in which the scale represents a bipolar continuum. The low end represents a negative response while the high end represents a positive response.

Respondents of this study were employees in The Grand Hotel Taipei. There are 70 supervisors and 90 employees in The Grand Hotel Taipei. Fifty-five questionnaires were sent to Human Resource Department of The Grand Hotel Taipei and hand out by random number sampling. Eighteen questionnaires were answered by supervisors (25%) and thirty-seven questionnaires were answered by employees (41%). Then, the X-SPSS program was used to analysis data information. Descriptive statistical analysis such as frequency and percentage was used to present the variables and get the result. Also, t-Test was used to represent the difference of satisfaction between supervisors and employees. The t-Test can determine if the difference between two samples is meaningful. With the result of t-Test, It can be analysis satisfaction of supervisors and employees.

CHAPTER TWO: LITERATURE REVIEW

Most of the readings involve training program and motivation in hotel industry. The main idea of these reading is to build a good working environment for employee that relates employee satisfaction. Early approaches to motivation focused on different human needs, including the need for food and shelter, the need for social contact, and the need for creative expression. Recent theories consider that employees make choices based on the results they value, the methods they see as realistic, their long-term goals, and their sense of justice and fairness.

Surveys and interviews about employee satisfaction

The Quarterly conducted a survey in February 1982 to measure hospitality worker's job satisfaction. A questionnaire consisting of 95 questions was completed by 191 respondents. The questions dealt with such topics as job satisfaction, satisfaction with the hospitality industry, importance of work, and decision-making authority and aspirations. According to the survey, some of the most important factors in their work were opportunities to develop, learn, and take part in the decision-making process. (Pizam & Chandrasekar 1983)

A recent survey has indicated that the average turnover rate for hourly employees at 113 hotels was 105%. At the large hotels, the turnover rate for salaried employees nearly matches that of hourly workers. (Gates, 1988) The amount of effort an employee expends toward accomplishing the hotel's goals depends on whether the employee believes that this effort will lead to the satisfaction of his or her own needs and desires. When a need

or desire is unsatisfied, a person experiences tension that drives her or him to satisfy the need. People work hard to satisfy their tension. (Kovach, 1987)

A series of interviews was conducted with 18 top hotel executives during the period between late 1989 and early 1991. The views of these industry executives show remarkable agreement in some areas. For example, the executives agree that customer satisfaction and employee satisfaction are both essential to the success of their enterprises. Hotel companies will try to improve worker retention through employee surveys, continuous training, improved recruitment efforts, and better working conditions. (Kenneth R. & Glenn, 1991)

The ways to meet employees' needs

If you want to be customer-focused, start by focusing on you employees. Give them the go-ahead to meet your customers' needs. Guest Quarters Suite Hotels focuses on employee satisfaction three ways: (1) employee empowerment, (2) training, and (3) career development and employee input. The company believes that the only way to deliver quality service is to empower employee to do so. It was found that the hotels that offer the highest level of training enjoyed the highest level of employee satisfaction, and the customers who stayed at those properties had the highest intent to return and friendliness of staff levels in the system, as indicated by customer comment cards. (Weaver, 1994)

We all tend to assume that other people want the same things from their work as we do. This assumption is often wrong and can lead managers into making mistakes while trying to motivate employees. Managers cannot force their employees to be motivated,

but, if they know what their employees want from work, they can create a coordinated work environment, including coaching, skill development, and rewards, that helps employees motivate themselves.

Overall, hotel employees reported that the three things they most wanted from their employer were: (1) good wages, (2) job security, and (3) opportunities for advancement and development. Good working conditions, ranked number four by the respondents, is another high-potential motivator. (Simons, 1995)

Environmental programs

On the other hand, when considering the many benefits of implementing environmental programs, hoteliers may overlook one of the most obvious and important advantages. Being environmentally responsible increases employee satisfaction, or, more accurately, failing to implement environmental programs raises employees' concerns.

HVS editor David Engledrum reports that nearly 92 percent of the employees surveyed wanted the property for which they worked to expand its environmental programs. Even more telling. Well over 93 percent indicated that they were willing to change their own routines to assist the property in improving environmentally.

Over half of the employees surveyed would even be willing to volunteer some time to improve their hotel's environmental programs. Engledrum points out that the strong support for environmental programs spanned the continent and crossed all employees job titles. In addition to "doing the right thing," some employees noted the fact that guests also appreciate strong environmental programs. (Withiam, 1997)

Happy employees boost bottom line

Also, too many companies don't pay enough attention to the way they treat their employees. They don't treat them as valuable business partners or let employee know their contributions matter. And the customer bears the brunt of that indifference.

Unhappy employees can wreak havoc on a business because customers tend to view the whole company by the treatment they've received from a front-line employee, said Suzanne Mikulin, president of Customer Focused System in Houston, a customer service consultant. And unhappy employees are more likely to disregard the things they're trained to do, such as approach customers or sell additional items, Feinberg said. That's harder to catch and have a profound effect on a company bottom line.

In surveys of employees, two points stand out, he said. Employees want to feel that they're in the loop and that they're appreciated for their work, Feinberg said.

While that's easy to do, most front-line managers don't spend their time motivating employees or making them feel part of the team, he said. Most top retailing officers come from the merchandising side, not the front-line, said Feinberg, who has studied retailing turnover.

Some employers are keenly aware of the relationship between employee satisfaction and customer satisfaction. Target, the successful discount chain, tries to make sure it's the employer of choice, said Whitworth, assistant store manager in charge of clothing for the company's store on San Felipe. There are lots of companies that are looking for good employees, and Target has been intently focused on retention, he said.

The managers try to make the store a pleasant environment because if employees are happy with their jobs, customers will sense that. (Sixel, 1998)

Empowerment

A number of observers note the importance of giving employees the tools to do their jobs, whether that means knowledge about the product, the ability to address complaints immediately or the keys to the linen closet.

“I have yet to find a hotel that truly empowers people,” says David Schreiber, president of the Customer Relations Group. He defines true empowerment as “allowing employees to finish the task that you hired them to do.” Many hotels have rules to guide employees in making decisions-putting dollar limits on the price of bill adjustments, for example. But Schreiber says such systems have pitfalls. Let’s say a front desk clerk needs to make an adjustment just over the ceiling, requiring a manager’s approval. “That person’s job is simple: Get the guest checked out quickly. Now, because of a few cents, he can’t do that, and his ego and self-esteem drop into the basement.”

Rudy Maxa, host of the weekend public radio show “The Savvy Traveler”, and others blame such limitations on a lack of trust by management. “They don’t trust their employees to make good judgments, so employees usually err on the side of caution and rudeness because they’re afraid of being human, afraid of breaking the rules.” At better hotels, he says, the staff is ready to drop everything to help a guest. “I can tell I’m in a great hotel when I ask an employee where something is and, instead of giving me directions, they say, ‘Let me take you.’ It happens in the Four Seasons and the Ritz Carltons, but it probably wouldn’t be difficult for it to happen in the Holiday Inns of the world.” (Rowe, 1998)

The trend of measuring employee satisfaction

As the next century nears, employers are trying with growing intensity to engage workers from the neck up. They're using tender words like commitment and loyalty to describe the bond they want. Some are hiring psychologists to study workers; others are routinely taking employees' psychic pulse in painstaking attitude surveys.

A growing number of employers suspect improving employee satisfaction will have an indirect but important effect on profit. Some are running mountains of data through elaborate computer models to measure the links between employee satisfaction, customer satisfaction and revenue. The trend has major implications for people's ability to balance work with family and personal life.

Driving the effort is the growing role of "human capital" in corporate wealth. As little as one-third to one-half of most companies' stock-market value is accounted for these days by hard assets such as property, plant and equipment, a Brookings Institution report says. The growing share lies in "soft" attributes not traditionally viewed as assets at all, such as patents, processes and customer or employee satisfaction.

In one example, Sears Roebuck found in an elaborate 800-store study that employees' attitudes about their workload, treatment by bosses and eight other such matters have a measurable effect on customer satisfaction and revenue. Basically, a happy employee will stick with the company, give better service to the customer and recommend company products to others. If employee attitudes on 10 essential counts improve by 5%. Sears found, customer satisfaction will jump 1.3%, driving a one-half percentage-point rise in revenue.

The employee attitudes that matter most to profit vary by company, ranging from feelings about internal communication to feelings toward bosses, says Palmer Morrel-Samuels of Employee Motivation & Performance Assessment of Chelsea, Mich. But one element looms large at all, he says: workers frustrate over not having a life outside work aren't very effective. "If there are great conflicts at home," he adds, "employee motivation will soon deteriorate." (July 12, 1998)

One leader of the move to measure intangible assets sees employer respect for work-life balance as a baseline indicator of soundness, like a healthy heart rate or blood pressure in a human. Robert Kaplan, a Harvard Business School accounting professor who co-wrote "The Balance Scorecard," compares employer sensitivity on work-life matters with corporate quality initiatives. "If you're out of control on it, it's going to hurt performance," he says. Then, "you don't even get a chance to implement your strategy" because key people leave. (Shellenbarger, 1998)

Staff surveys can help gauge the health of an organization. A well designed survey can: 1. identify areas and levels of satisfaction and dissatisfaction, 2. pinpoint issues of concern to employees, 3. provide feedback on organizational initiatives, 4. diagnose managerial and supervisory weaknesses, 5. provide an emotional release for employees, and 6. establish a baseline to enable management to track changes in employee attitudes. Ten ways to increase the response rate of staff surveys are discussed. If management goes to the trouble of asking the questions, it must be prepared to act on the answers. (Young, 1998)

All above studies are about employee satisfaction, and this issue becomes more and more important today.

CHAPTER THREE: DATA ANALYSIS AND DISCUSSION

The purpose of this study is to do a first time survey about employee satisfaction levels in The Grand Hotel Taipei. Questionnaires were used to get to know employee demand and level of job satisfaction from supervisors and employees. Conducting a project, questionnaires were sent to The Grand Hotel Taipei, which is the case of this study. The questionnaire asked respondents for demographic information and assessed them with the level of satisfaction of work environment. Fifty-five questionnaires had been sent out. Eighteen questionnaires were answered by supervisors including 17 usable questionnaires (94%) and 1 ineffective questionnaire; Thirty-seven questionnaires were answered by employees including 33 usable questionnaires (89%) and 4 ineffective questionnaires.

Description for demographic data

Respondents of this analysis were supervisors and employees in The Grand Hotel Taipei. The characteristic of respondents will be described in the following paragraphs and represent in Table 1, 2.

In 17 usable questionnaires of supervisors, 58.8% of respondents were female, and 41.2% of respondents were male. The age of respondents ranged from 20 to 59, 5.9% of respondents were 20-29 years old, 29.4% were 30-39 years old, 52.9% were 40-49 years old, and 11.8% were 50-59 years old. The major part of respondents are graduated from high school and college, they are 64.7% and 23.5%. And 5.9% were graduated from elementary school, other 5.9% were graduate degree. Most of supervisors work at The

Grand Hotel Taipei at least 10 years. There were 76.5% of respondents under that item, 17.6% were 1-5 years, and 5.9% were 5-10 years. For shift item, 47.1% of respondents were daytime shift, 11.8% were in evening shift, and 41.2% were working all different types of shifts.

Table 1: Demographic Information of Supervisors

	Item	Sample size(N)	Percentage (%)
Gender	Male	7	41.2
	Female	10	58.8
Age	Under 19 years old	0	0
	20-29 years old	1	5.9
	30-39 years old	5	29.4
	40-49 years old	9	52.9
	50-59 years old	2	11.8
	60-65 years old	0	0
Education	Elementary school	1	5.9
	Junior high school	0	0
	High school	11	64.7
	College	4	23.5
	Graduate degree	1	5.9
Period of working at this hotel	Less than one year	0	0
	1-5 years	3	17.6
	5-10 years	1	5.9
	at least 10 years	13	76.5
Shift	a.m.	8	47.1
	p.m.	2	11.8
	overnight	0	0
	swing	0	0
	all different types of shifts	7	41.2

In 33 usable questionnaires of employees, 66.7% of respondents were female, and 33.3% of respondents were male. The age of respondents ranged from under 19 to 59 years old, 6.1% of respondents were under 19 years old, 33.3% were 20-29 years old, 18.2% were 30-39 years old, 36.4% were 40-49 years old, and 6.1% were 50-59 years old. Most of employee respondents are graduated from high school and college, too. The percentages of these two items are 45.5% and 39.4%. And 12.1% were graduated from

junior high school, 3.0% were graduate degree. Period of working at The Grand Hotel Taipei, 15.2% of respondents worked less than one year, 33.3% were 1-5 years, 12.1% were 5-10 years, and 39.4% worked at least 10 years. For shift item, 36.4% of respondents were daytime shift, 3.0% were evening shift, 6.1% were overnight, and 54.4% were working all different types of shifts.

Table 2: Demographic Information of Employees

	Item	Sample size(N)	Percentage (%)
Gender	Male	11	33.3
	Female	22	66.7
Age	Under 19 years old	2	6.1
	20-29 years old	11	33.3
	30-39 years old	6	18.2
	40-49 years old	12	36.4
	50-59 years old	2	6.1
	60-65 years old	0	0
Education	Elementary school	0	0
	Junior high school	4	12.1
	High school	15	45.5
	College	13	39.4
	Graduate degree	1	3.0
Period of working at this hotel	Less than one year	5	15.2
	1-5 years	11	33.3
	5-10 years	4	12.1
	at least 10 years	13	39.4
Shift	a.m.	12	36.4
	p.m.	1	3.0
	overnight	2	6.1
	swing	0	0
	all different types of shifts	18	54.5

Satisfaction of workplace

Likert-Type Format was used in questionnaire, and it set the value for each scale. For “PART ONE: ABOUT YOUR WORKPLACE”, It have been set four-point scale, and add a column ‘Don’t know’. The value for the scales are ‘Strongly agree’ valued 4, ‘Agree’ valued 3, ‘Disagree’ valued 2, and ‘Strongly disagree’ valued 1. For

part two to part four, five-point scale have been used. ‘Strongly agree’ or ‘Very satisfied’ valued 5; ‘Agree’ or ‘satisfied’ valued 4; ‘Neither agree or disagree’ or ‘Neither satisfied or dissatisfied’ valued 3; ‘Disagree’ or ‘Dissatisfied’ valued 2; ‘Strongly disagree’ or ‘Very dissatisfied’ valued 1.

Table 3: Satisfaction of each section

	SUPERVISORS	EMPLOYEES
SECTION	MEAN	MEAN
WORKPLACE	3.04	2.71
THE JOB	4.11	3.55
WORKING ENVIRONMENT	2.63	2.92
BENEFITS	3.44	3.15

With the result of this study, Table 3, 4, we can tell that supervisors are satisfied with their workplace (Mean 3.040). The agreements of some statement are pretty high, such as “Managers talk over with employees when they set goals for their department” (Mean 3.235), “Managers and employees work together to solve problems from customer service” (Mean 3.294), and “Employees can get any information they need from managers in order to do their job better” (Mean 3.438). The means of these statements are much higher than the mean of total statements.

Employees are satisfied with the workplace also (Mean 2.708), but not as satisfied as supervisors (Mean 3.040). The statements with high agreement of employees are “Managers and employees work together to solve problems from customer services” (Mean 3.097), “Managers, not employees, talk to guest when there is a problem” (Mean 2.938), and “The rewards that employees receive are based on how well each person does his/her job” (Mean 2.906).

Supervisors and employees are both had high agreement with “Managers and employees work together to solve problems from customer service” and “The rewards that employees receive are based on how well each person does his/her job” (Mean 3.118 for supervisor)

Table 4: Satisfaction of workplace

PART ONE: ABOUT YOUR WORK PLACE							
STATEMENT	OVERALL (n=50)		SUPERVISORS (n=17)		EMPLOYEES (n=33)		p-value
	MEAN	SD	MEAS	SD	MEAN	SD	
1. Managers talk over with employees when they set goals for their department.	2.894	0.729	3.235	0.664	2.700	0.702	0.014*
2. Managers consider employees' needs when planning work schedules.	2.878	0.726	3.118	0.697	2.750	0.718	0.092
3. Management must accredit changes that employees want to make in the way they work.	2.889	0.532	3.200	0.414	2.733	0.521	0.002*
4. Managers and employees work together to solve problems from customer service	3.167	0.595	3.294	0.588	3.097	0.597	0.277
5. Employees are empowered to go to employees in other departments when problems need to be solved.	2.313	0.776	2.412	0.712	2.258	0.815	0.518
6. Managers, not employees, talk to guests when there is a problem.	2.959	0.706	3.000	0.612	2.938	0.759	0.757
7. Employees are expected to deal with customer service problems on their own.	2.813	0.816	3.059	0.556	2.677	0.909	0.078
8. Most of the training employees be given is for specific job skills, such as making a bad properly.	2.714	0.791	3.125	0.719	2.515	0.755	0.010*
9. Employees receive cross-training to do other job.	2.674	0.845	2.941	0.659	2.517	0.911	0.076
10. Managers share information about how other hotels in town are doing.	2.854	0.899	3.176	0.636	2.677	0.979	0.038
11. Employees can get any information they need from managers in order to do their job better.	2.957	0.842	3.438	0.512	2.700	0.877	0.001*
12. The rewards that employees receive are based on how well each person does his/her job.	2.980	0.803	3.118	0.928	2.906	0.734	0.423
13. Employees are rewarded for working with other departments to solve problems.	2.641	0.843	2.667	0.617	2.625	0.970	0.871
14. Managers ask employees for input when solving problems.	2.894	0.787	3.188	0.750	2.742	0.773	0.065
15. Managers tell employees how their job should be done.	2.857	0.677	3.000	0.707	2.780	0.659	0.286
16. Employees have the right to decide how they do their own work.	2.717	0.779	2.933	0.594	2.613	0.844	0.145
17. I wouldn't have much trouble finding another job if I left this hotel.	2.810	0.594	2.786	0.579	2.821	0.612	-0.857

* $\alpha < 0.01$, two groups have significant difference of satisfaction

With the result of t-Test, supervisors and employees have significant difference of satisfaction with some statements. Especially the α value of statements close to 0.000, which are “Management must accredit changes that employees want to make in the way they work” and “Employees can get any information they need from managers in order to do their job better” (Table 4) It seems that supervisors have high agreement with these statements (Mean 3.200 for statement 3 and 3.438 for statement 11), but employees don’t. (Mean 2.733 for statement 3 and 2.700 for statement 11) That means supervisors should pay more attention to approve the changes that employees want, and give employees more information or direction in order to do their job better.

Satisfaction of the job

In this section, I put some internal questions. (Table 5) They are “I feel very little loyalty to this hotel”, “Often, I find it difficult to agree with this hotel’s policies on important matters relating to its employees”, “Deciding to work for this hotel were a definite mistake on my part”, “There is not much to be gained by staying with this hotel indefinitely”, “ In general, I don’t like my job”, “I often think about quitting this job”, and “I will probably look for a new job in the next year”.

For these statements, means are the lower the better, but the one “I find it difficult to agree with this hotel’s policies on important matters relating to its employees” is higher than others are. The mean of supervisors is 2.706 and mean of employees is 3.303. It seems they are disagreeing with the policy of the hotel. Also, employees feel “There is not much to be gained by staying with this hotel indefinitely” (Mean 2.545). But “I feel very little loyalty to this hotel” get disagreement (Mean 1.294 for supervisor and 2.121

for employees). It seems both sides had high loyalty to the hotel.

Table 5: The negative questions of “ABOUT YOUR JOB”

STATEMENT	OVERALL (n=50)		SUPERVISORS (n=17)		EMPLOYEES (n=33)		p-value
	MEAN	SD	MEAN	SD	MEAN	SD	
4. I feel very little loyalty to this hotel.	1.840	0.792	1.294	0.47.	2.121	0.781	-0.000*
5. Often, I find it difficult to agree with this hotel's policies on important matters relating to its employees.	3.100	0.839	2.706	0.985	3.303	0.684	-0.035
9. Deciding to work for this hotel was a definite mistake on my part.	1.700	0.678	1.294	0.588	1.909	0.631	-0.002*
13. There is not much to be gained by staying with this hotel indefinitely.	2.360	0.827	2.000	0.612	2.545	0.869	-0.014*
17. In general, I don't like my job.	2.060	0.818	1.824	1.074	2.182	0.635	-0.219
19. I often think about quitting this job.	2.220	0.764	2.118	0.781	2.273	0.761	-0.502

* $\alpha < 0.01$, two groups have significant difference of satisfaction

Expect the negative statements, supervisors are very satisfied with their job. (Mean 4.109) (Table4, 6) They had high agreement in some statements, such as “I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful” (Mean 4.529), “I am proud to tell others that I am part of this hotel” (Mean 4.647), and “I really care about the future of this hotel” (Mean 4.824). Employees are satisfied with their job, too. (Mean 3.545) The statements had high agreement of employees are “I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful” (Mean 4.000), “I would just as well be working for a different hotel as long as the type of work was similar” (Mean 3.879), and “I really care about the future of this hotel” (Mean 4.061).

Both sides of respondents had common high agreement of “I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful” Hotel operators get employees loyalty and employees are willing to do something to help the hotel be successful.

Table 6: Satisfaction of the job

PART TWO: ABOUT YOUR JOB							
STATEMENT	OVERALL (n=50)		SUPERVISORS (n=17)		EMPLOYEES (n=33)		p-value
	MEAN	SD	MEAN	SD	MEAN	SD	
1. I would accept almost any type of job assignment in order to keep working for this hotel.	3.420	0.810	3.412	0.712	3.424	0.867	-0.960
2. I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful.	4.180	0.661	4.529	0.514	4.000	0.661	0.003*
3. I usually tell my friends that this is a great hotel to work for.	3.900	0.886	4.294	0.686	3.697	0.918	0.013*
4. I feel very little loyalty to this hotel.	1.840	0.792	1.294	0.47	2.121	0.781	0.000*
5. Often, I find it difficult to agree with this hotel's policies on important matters relating to its employees.	3.100	0.839	2.706	0.985	3.303	0.684	-0.035
6. I am proud to tell others that I am part of this hotel.	4.020	0.915	4.647	0.606	3.697	0.883	0.000*
7. I would just as well be working for a different hotel as long as the type of work was similar.	4.040	0.832	4.353	0.786	3.879	0.820	0.055
8. This hotel really inspires the very best in me in the way of job performance.	3.440	1.013	3.824	1.185	3.242	0.867	0.086
9. Deciding to work for this hotel were a definite mistake on my part.	1.700	0.678	1.294	0.588	1.909	0.631	-0.002*
10. For me, this is the best of all possible hotels to work for.	3.600	0.948	4.118	0.928	3.333	0.854	0.004*
11. It would take very little to cause me to leave this hotel.	3.080	0.986	3.412	0.795	2.909	1.042	0.065
12. I am extremely glad that I chose to work for this hotel over other hotels.	3.720	0.809	4.118	0.697	3.515	0.795	0.011*
13. There is not much to be gained by staying with this hotel indefinitely.	2.360	0.827	2.000	0.612	2.545	0.869	-0.014*
14. I find that my values and the hotel's values are very similar.	3.440	0.884	3.941	0.748	3.182	0.846	0.003*
15. I really care about the future of this hotel.	4.320	0.621	4.824	0.393	4.061	0.556	0.000*
16. All in all, I am satisfied with my job.	3.520	0.735	3.941	0.659	3.303	0.684	0.003*
17. In general, I don't like my job.	2.060	0.818	1.824	1.074	2.182	0.635	-0.219
18. In general, I like working here.	3.920	0.695	4.294	0.588	3.727	0.674	0.005*
19. I often think about quitting this job.	2.220	0.764	2.118	0.781	2.273	0.761	-0.502
20. I will probably look for a new job in the next year.	2.320	0.794	2.294	0.772	2.333	0.816	-0.871
21. If I had a chance, I would take a different job within this hotel company.	3.720	0.948	3.824	0.809	3.667	1.021	0.557

* $\alpha < 0.01$, two groups have significant difference of satisfaction

After doing t-Test in this section, it shows that there are obvious significant differences of satisfaction for supervisors and employees. They have different satisfaction level with over half of statements in this section. Supervisors and employees have

different agreement about their loyalty to The Grand Hotel Taipei, and the recognition of being part of this hotel. Also, they have different level of how they care for the future of this hotel. I think different status and job task cause supervisors and employees have different recognition of each statement in this section. Overall, they have obvious significant difference of satisfaction about their job.

Satisfaction of working environment

About working environment (Table 7), the result from supervisors is more like ‘neither satisfied or dissatisfied’ (Mean 2.631). But the means of some statements are higher than the total mean, such as “the reward systems in place” (Mean 2.882), “the way your performance is evaluated” (Mean 2.882), and “the tools/materials you receive to do your job” (Mean 3.059). Employees’ opinion in this section is more satisfied than supervisors. (Mean 2.921) Three statements with high satisfaction are “advancement opportunities at your company” (Mean 3.182), “the way your performance is evaluated” (Mean 3.182), and “the tools/materials you receive to do your job” (Mean 3.394).

Supervisors and employees are satisfied with their performance evaluation and the tools and materials they got. Also, they are satisfied with the reward system (Mean 3.121 for employees). It seems the performance evaluation policy and reward system of The Grand Hotel Taipei meet employees’ demand.

Table 7: Satisfaction of working environment

PART THREE: YOUR OPINION							
STATEMENT	OVERALL (n=50)		SUPERVISORS (n=17)		EMPLOYEES (n=33)		p-value
	MEAN	SD	MEAN	SD	MEAN	SD	
1. advancement opportunities at your company?	3.020	0.820	2.706	0.849	3.182	0.769	-0.051
2. your direct supervisor?	2.560	0.787	2.353	0.931	2.677	0.692	-0.232
3. your level of pay?	2.880	0.689	2.471	0.514	3.091	0.678	-0.001*
4. interactions with your coworkers?	2.280	0.497	2.235	0.562	2.303	0.467	-0.652
5. the types of tasks you have to do on a daily basis?	2.600	0.639	2.471	0.624	2.667	0.645	-0.309
6. the amount of information you receive from top management on what's going on in your hotel?	2.640	0.693	2.471	0.717	2.727	0.674	-0.218
7. the types of training you receive?	2.920	0.752	2.765	0.831	3.000	0.707	-0.299
8. the reward systems in place?	3.040	0.669	2.882	0.697	3.121	0.650	-0.235
9. the way your performance is evaluated?	3.080	0.752	2.882	0.697	3.182	0.769	-0.185
10. the tools/materials you receive to do your job?	3.280	0.882	3.059	0.827	3.394	0.899	-0.206
11. the financial benefits from your company (retirement plan, etc.)?	2.700	0.707	2.529	0.717	2.788	0.696	-0.224

* $\alpha < 0.01$, two groups have significant difference of satisfaction

With the result of t-Test, only one statement has significant difference of satisfaction in this section. That is “the level of pay” Because of the status, it is understandable. And we can say supervisors and employees have almost the same satisfaction level about their working environment.

Satisfaction of benefits

The total means from both sides in this section are pretty high. (Mean 3.435 for supervisors and 3.151 for employees). Supervisors and employees have high agreement of the same statements, such as “The overall employee benefits program meets my needs” (Mean 3.471 for supervisors and 3.182 for employees) and “My benefits are worth what I have to pay for them” (Mean 3.706 for supervisors and 3.212 for employees). (Table 8)

Table 8: Satisfaction of benefits

PART FOUR: ABOUT YOUR BENEFITS							
STATEMENT	OVERALL (n=50)		SUPERVISORS (n=17)		EMPLOYEES (n=33)		p-value
	MEAN	SD	MEAN	SD	MEAN	SD	
1. The overall employee benefits program meets my needs.	3.280	0.573	3.471	0.514	3.182	0.584	0.092
2. The Human Resource Department gives me adequate information about my benefits.	3.140	0.881	3.353	1.169	3.030	0.684	0.306
3. My benefits are worth what I have to pay for them.	3.380	0.780	3.706	0.772	3.212	0.740	0.032
4. The Human Resource Department lets me know quickly of any changes in my benefits.	3.160	0.934	3.176	1.131	3.152	0.834	0.937
5. The Human Resource Department helps me when I have questions about my benefits.	3.280	0.970	3.471	1.231	3.182	0.808	0.390

* $\alpha < 0.01$, two groups have significant difference of satisfaction

And the result of t-Test shows that supervisors and employees have the same satisfaction level about their benefits. There are no significant differences in this section. We can say that the benefit program of The Grand Hotel Taipei is what its employees need.

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Employee satisfaction is an important issue of hotel industry in today's world. It is related with customer satisfaction and employee performance in hotel. Providing good service to reach customer satisfaction is the essential task in hotel industry. Employee is the first line to receive customer; their satisfaction will affect service quality that they deliver. Knowing employee satisfaction in Taiwan's hotel industry can lead to improve the service quality in Taiwan, also can give hotel operators in Taiwan some ideas to improve the working environment of their hotel.

□ Demographic information

The age of respondents of this study ranged from 19 to 59. Most of them were female. The major parts of respondents are graduated from high school and college. They worked at least 5 years in The Grand Hotel Taipei. Some of respondents were daytime shift but most of them were working all different types of shifts.

□ Satisfaction of workplace

About the workplace, the internal relationship between managers and employees, supervisors are more satisfied than employees are. Supervisors and employees both agree with working together to solve problems from customer service and the rewards are based on each person's performance. But they also have some different opinions about the employees' input. In supervisors' opinion, managers approved the changes that

employees want to make in the way they work, and managers gave employees information they need in order to do their job better. In employees' opinion, they didn't feel enough input from managers. For this section, 17 statements of "about your workplace", the null hypothesis of "Supervisors and employees have different level of satisfaction about their workplace" in 4 statements are rejected. Supervisors showed more satisfaction than employees. We can say overall employee satisfaction is satisfied, but not very well.

❑ Satisfaction of the job

There are obvious significant differences of satisfaction for supervisors and employees in this section. Supervisors are very satisfied with their job, but employees are not as satisfied as supervisors are. They both agree that they care about the future of this hotel and willing to put effort on it in order to help this hotel be successful. But they have less agreement with the policies of this hotel. They don't agree that the policies on important matter related to it employees. And employees thought it's not much to be gained by staying with this hotel. Otherwise, supervisors have higher loyalty for this hotel than employees do, and supervisors have more concern about the future of this hotel than employees do.

For this section, 21 statements of "about your job", the null hypothesis of "Supervisors and employees have different level of satisfaction about their job" in 12 statements are rejected. Supervisors and employees don't have the same level of satisfaction about their job. Supervisors are much more satisfied with their job than employees.

❑ Satisfaction of working environment

Employees' opinion in this section is more satisfied than supervisors' opinion. Employees thought the advancement opportunities at this company are pretty well. Supervisors and employees both are satisfied with their performance evaluation and satisfied with the tools/materials they got. Also, they are satisfied with reward system. The only one significant difference of satisfaction in this section is that "the level of pay". Because of the status, it is understandable. Then we can say supervisors and employees have almost the same satisfaction level about their working environment. For this section, 11 statements of "about your opinion", the null hypothesis of "Supervisors and employees have the same level of satisfaction about their working environment" in 10 statements are approved.

❑ Satisfaction of benefits

The overall employee benefits program meets employees' need. And they thought it is worth what they pay for it. Supervisors and employees both are satisfied with their benefits and there is no significant difference in this section. The null hypothesis of this section "Supervisors and employees have the same level of satisfaction about their benefits" is approved. The benefit program of The Grand Hotel Taipei meets what its employee's demand.

Recommendations

Employees in The Grand Hotel Taipei are satisfied with their overall working environment. There are some recommendations from this study.

For the internal relationship of managers and employees. I suggest that managers should pay more attention to approve the changes that employees want, and give them more information or direction to do their job. Otherwise, training program in The Grand Hotel Taipei should give employees the specific job skills and knowledge in order to do their job better. Managers should talk over with employees more often and give them chances for input.

Furthermore, I suggest hotel operator try to make employees recognize they are part of this hotel. Let employees feel they are proud to be part of this hotel. Hotel operator might adjust the training program or add some more optional courses for supervisors and employees to improve themselves. The courses could be language courses or communication skills. In this way, employees can be inspired for better job performance and satisfaction.

Long Range Consequences

This study is the first employee satisfaction survey in Taiwan's hotel industry. The finding of this study should be in accordance with the hypothesis and give hotel operators in Taiwan a concept about employee desires. The further studies should track this finding and investigate more detail information. Otherwise, the further studies also can compare the specific field, which like business hotel and resort hotel, local hotel chain and foreign hotel chain.

The result of this study should be a general plan for hotel operators in Taiwan to offer what employee needs for them. It also can notice hotel operator giving more attention to employees. The customer satisfaction and performance in a hotel base on employee satisfaction.

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A. Questionnaire in Chinese

台灣圓山大飯店員工滿意度之研究

敬啓者：

這是一份學術卷，目的是爲探討台灣旅館業員工對於工作滿意程度，以圓山大飯店爲個案研究，懇請您能撥出幾分鐘填寫問卷。您的寶貴意見，將有助於學術研究及改善旅館業工作環境品質，謝謝您的支持與協助。

祝您

工作順心如意

Rochester Institute of Technology
Hospitality Management

指導教授 Dr. E.B. Stockham
研究生 葉晏廷 敬上

第一部份 您的工作環境

請您就目前工作環境，以及您與目前主管和其他曾合作過的主管之經驗，考量以下各項目您同意程度為何，在適當方格中打『✓』。如果您認為對某項目所知不明確，可填答『不瞭解』。

評值項目	非常不同意	不同意	同意	非常同意	不瞭解
1.主管人員擬定部門工作目標時，先與工作同仁討論後才定。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.主管人員計畫工作時間表(進度表)，將工作同仁需求納入考量範疇。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.主管通常會認同員工所提出的工作方式。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.主管與工作同仁一起面對並解決顧客所發生的問題。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.當解決問題需其他部門協助時，員工有權直接找其他部門主管協商。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.當顧客發生問題時，由主管而非員工出面面對顧客。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.員工可自行應變處理服務顧客時所發生的問題。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.多數員工均有機會接受特殊技巧的職訓課程。(如：鋪床)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.員工均有機會接受輪調職訓，學習各種工作職位之技能。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.主管經常與員工分享其他飯店業者的資訊。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.員工可從主管那兒得到任何有助於自身工作成長的資訊。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.員工自身工作表現優劣會得獎懲。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.員工與其他部門互助合作解決問題可得獎勵。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.欲解決問題時，主管會主動要求員工投入參與並徵詢意見。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

評值項目	非常不同意	不同意	同意	非常同意	不瞭解
15.主管會明確告知員工如何才能夠達成職內工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.員工對於『如何達成職內工作』有完全自主權。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.如果我有意離開這家飯店，我不難找到另一個工作機會。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第二部份：關於您的工作

請就您現任工作，對於各選項之同意程度勾選。每項目勾選一個程度。

評值項目	非常不同意	不同意	尚可	同意	非常同意
1.我願意接受各種工作職務以期能留在圓山飯店工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.我願意付出比一般人更多的心力幫助圓山飯店更成功。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.我常告訴我的朋友，圓山飯店是一個適於工作的飯店。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.我自認對圓山飯店的忠誠度不高。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.我時常感到難以認同飯店對於員工管理的相關政策。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.我對於身為圓山飯店的一份子感到光榮。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.如果我在其他同業任職這份職務，我可以做的一樣好。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.圓山飯店在我的整體工作表現上給予我很大的鼓勵和肯定。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

評值項目	非常不同意	不同意	尚可	同意	非常同意
9.決定到圓山飯店工作對我而言是個絕對性的錯誤。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.對我而言圓山飯店是我所知飯店中最好的選擇。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.使我離開圓山飯店轉往他處工作的機率非常小。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.我在眾多飯店中選擇圓山飯店，我感到非常高興。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.繼續留在圓山飯店工作，我無法得到更多收穫。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.我發現我的價值觀與圓山飯店的價值觀很相似。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.我真心地關切飯店未來的發展。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.綜而言之，我對於目前的工作感到滿意。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.大體而言，我不喜歡我的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.大體而言，我喜歡在這裡工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.我時常考慮要辭掉這個工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.未來一年，我可能會找一個新的工作。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21.如果有機會，我樂意在圓山飯店擔任另一個不同的職務。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第三部份：您的意見

請就您現任工作，對於各選項之滿意程度勾選。每項目勾選一個程度。

評值項目	非常不滿意	滿意	普通	不滿意	非常不滿意
1.公司所提供的晉升機會。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.您的直屬主管。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.您的薪資。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.您與同事間的互動關係。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.每天的工作形式。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.主管人員所告知關於圓山飯店的資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.您所接受的職訓課程。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.不同職位的獎懲制度。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.工作表現考核稽查方式。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.您工作所使用之工具/材料。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.公司的財務福利。（如：股份、退休金）	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第四部份：關於您的福利

請就公司所實行之福利政策，對於各選項之同意程度勾選。每項目勾選一個程度。

評值項目	非常不同意	不同意	尚可	同意	非常同意
1.整體員工福利政策符合我的需求。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.關於我的福利，人事部門給我足夠資訊。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.我所得的福利，讓我覺得為公司付出是值得的。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

評值項目	非常不同意	不同意	尚可	同意	非常同意
4.人事部門讓我很快得知我的福利變動。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.當我對我的福利有問題時，人事部門會幫助我解決疑問。	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

第五部份：關於您

- 1.您的性別：☐男 ☐女
- 2.您的年齡：☐19 歲以下 ☐20~29 歲 ☐30~39 歲 ☐40~49 歲
☐50~59 歲 ☐60~65 歲 ☐65 歲以上
- 3.您的最高學歷：☐小學 ☐國中 ☐高中(職) ☐大學(專)
☐研究所以上
- 4.您目前的工作部門？_____
- 5.您在圓山飯店服務多久？☐一年以下 ☐1-5 年 ☐5-10 年
☐10 年以上
- 6.您在目前職位服務多久？☐少於半年 ☐半年至一年 ☐一年以上
☐三年以上
- 7.大體而言，您在飯店業服務多久？☐少於 3 個月 ☐3-6 個月
☐6-11 個月 ☐至少一年
- 8.您通常輪值何種班期？☐早班 ☐晚班 ☐大小夜班 ☐午班支援
☐輪調各種班期
- 9.未來兩年內，您留職可能性為何？
☐可能性很高 ☐有可能 ☐不確定 ☐不太可能 ☐可能性很低
- 10.請選出所有可能造成您在未來兩年離職的原因？（可多選）
☐更好的薪資 ☐更好的工作機會 ☐更好的管理制度
☐更好的福利 ☐更好的人力資源開發機會 ☐更好的整體工作環境
☐更好的工作時段 ☐晉升機會 ☐公司的價值觀與我的價值觀相似

本問卷到此結束，非常感謝您的參與協助。

B. Questionnaire in English

Thank you for taking the time to fill out this questionnaire. The objective of this questionnaire is to evaluate the satisfaction and agreement of your working environment. Please fill out all the questions in this questionnaire. Once again thank you for your cooperation and participation.

Project Advisor Dr. E.B. Stockham
Graduate student Yenting Yeh

Food, Hotel, & Travel Management
at Rochester Institute Technology

PART ONE: ABOUT YOUR WORKPLACE

Directions:

Please read each of the following statements about your hotel carefully. Think about your own manager and other managers you work with. For each statement you are asked to rate your level of agreement on the four-point scale presented below. If you do not have enough information to give your opinion about a statement, fill in the box (□) under the “DON’T KNOW” column. Please mark the ONE, best response to each statement below.

STATEMENT	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
1. Managers talk over with employees when they set goals for their department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Managers consider employees' needs when planning work schedules.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Management must accredit changes that employees want to make in the way they work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Managers and employees work together to solve problems from customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are empowered to go to employees in other departments when problems need to be solved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Managers, not employees, talk to guests when there is a problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Employees are expected to deal with customer service problems on their own.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Most of the training employees be given is for specific job skills, such as making a bad properly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Employees receive cross-training to do other job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Managers share information about how other hotels in town are doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Employees can get any information they need from managers in order to do their job better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The rewards that employees receive are based on how well each person does his/her job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Employees are rewarded for working with other departments to solve problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Managers ask employees for input when solving problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Managers tell employees how their job should be done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STATEMENT	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
16. Employees have the right to decide how they do their own work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I wouldn't have much trouble finding another job if I left this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART TWO: ABOUT YOUR JOB

Directions:

Please read each of the following statements about your job carefully. For each statement you are asked to rate your level of agreement on the five-point scale presented below. Please mark the ONE, best response to each statement below.

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE
1. I would accept almost any type of job assignment in order to keep working for this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I am willing to put a great deal of effort beyond that normally expected in order to help this hotel be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I usually tell my friends that this is a great hotel to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I feel very little loyalty to this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Often, I find it difficult to agree with this hotel's policies on important matters relating to its employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I am proud to tell others that I am part of this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I would just as well be working for a different hotel as long as the type of work was similar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. This hotel really inspires the very best in me in the way of job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Deciding to work for this hotel was a definite mistake on my part.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISSAGREE	AGREE	STRONGLY AGREE
10. For me, this is the best of all possible hotels to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. It would take very little to cause me to leave this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I am extremely glad that I chose to work for this hotel over other hotels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. There is not much to be gained by staying with this hotel indefinitely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I find that my values and the hotel's values are very similar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I really care about the future of this hotel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. All in all, I am satisfied with my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. In general, I don't like my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. In general, I like working here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I often think about quitting this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I will probably look for a new job in the next year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. If I had a chance, I would take a different job within this hotel company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART THREE : YOUR OPINION

Directions:

Please read each of the following opinion statements carefully. For each statement you are asked to rate your level of satisfaction with the workplace issue on the five-point scale presented below. Please mark the ONE, best response to each statement below.

How satisfied are you with...

STATEMENT	VERY DISSATISFIED	DIS- SATISFIED	NEITHER SATISFIED OR DISSATISFIED	SATISFIED	VERY SATISFIED
1. advancement opportunities at your company?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STATEMENT	VERY DISSATISFIED	DIS- SATISFIED	NEITHER SATISFIED OR DISSATISFIED	SATISFIED	VERY SATISFIED
2. your direct supervisor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. your level of pay?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. interactions with your coworkers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. the types of tasks you have to do on a daily basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. the amount of information you receive from top management on what's going on in your hotel?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. the types of training you receive?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. the reward systems in place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. the way your performance is evaluated?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. the tools/materials you receive to do your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. the financial benefits from your company (retirement plan, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART FOUR: ABOUT YOUR BENEFITS

Directions:

Please read each of the following benefit-related statements carefully. For each statement you are asked to rate your level of agreement on the five-point scale presented below. Please mark the ONE, best response to each statement below.

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE
1. The overall employee benefits program meets my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The Human Resource Department gives me adequate information about my benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My benefits are worth what I have to pay for them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STATEMENT	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE
4. The Human Resource Department lets me know quickly of any changes in my benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The Human Resource Department helps me when I have questions about my benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART FIVE: ABOUT YOU

1. What is your gender? ☐ Male ☐ Female

2. What is your age? ☐ under 19 years old ☐ 20~29 years old
☐ 30~39 years old ☐ 40~49 years old ☐ 50~59 years old
☐ 60~65 years old ☐ elder than 65 years old

3. What is your highest level of education you have achieved?
☐ Completed elementary school ☐ Graduated from junior high school
☐ Graduated from high school ☐ Graduated college ☐ Graduate degree

4. In which department do you currently work? _____

5. How long have you worked at this hotel?
☐ less than one year ☐ 1-5 years ☐ 5-10 years ☐ at least 10 years

6. How long have you been working in your current position?
☐ less than 3 months ☐ 3-6 months ☐ 6-11 months ☐ at least one year

7. How long have you been working in hotel, in general?
☐ less than half year ☐ half year to one year ☐ more than one year
☐ at least three years

8. What shift do you work most often? ☐ a.m. ☐ p.m.
☐ "graveyard" (overnight) ☐ swing (between a.m. & p.m.)
☐ I work all different types of shifts

9. How likely is it that you will still be working here two years from now?
☐ Very likely ☐ Somewhat likely ☐ Not sure
☐ Somewhat unlikely ☐ Very unlikely

10. Please indicate all the reasons why you might leave your job two years from now?

- ☐ Better pay ☐ Better career opportunities ☐ Better management
- ☐ Better benefits ☐ Better human resources practices ☐ Better job overall
- ☐ Better work hours ☐ A promotion
- ☐ Company values that are more similar to my own values

THANK YOU FOR PARTICIPATING IN THIS SURVEY

